



DEPARTMENT of HUMAN RESOURCE MANAGEMENT

Agency Overview: June 1, 2017

Statutory Mission

Develop, implement, and administer a statewide program of human resource management that aids in the efficient execution of public policy, fosters careers in public service for qualified employees, and assists state agencies in the performance of their missions. Utah Code, Section 67-19-6(1)(a)

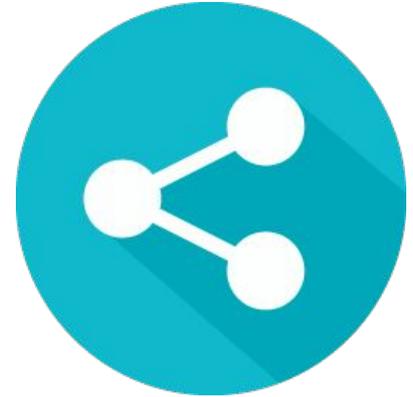
The Purpose of Human Resources

Human Resources in the State of Utah targets the following purposes:

- 1 Protect agency's business interests by helping ensure that management stays on the right side of the law in all aspects of employment.
- 2 Promote practices / strategies that aid agencies in attracting and retaining a talented workforce to fulfill their varied missions.
- 3 Develop management practices that optimize human capital and foster desired working environments.

HR Service Delivery in Utah (DHRM)

DHRM fulfills the purposes of HR in a **shared services model**. A shared services model means that all HR services are consolidated and coordinated at an enterprise level and provided to state agencies by DHRM (in contrast to agencies hiring and managing their own HR resources).



HR Service Delivery in Utah (DHRM)

Coordination of all HR services takes place at the **enterprise office** located on capitol hill. The enterprise office establishes departmental priorities, connection to key stakeholders, and implementation of standard work for all of the State of Utah's HR service recipients.



HR Service Delivery in Utah (DHRM)

Agencies receive most HR services from three entities:

- **DHRM Field Offices**
Field offices provide an on-site presence and are the primary service delivery method.
- **Employment Resource Information Center (ERIC)**
ERIC provides service in HR transactions, payroll, and retirement benefits.
- **Center for Excellence**
The CFE provides services for progressive HR practices and enhanced human capital strategies.



HR Service Delivery in Utah (DHRM)

A **shared services model** provides key benefits for the State of Utah:

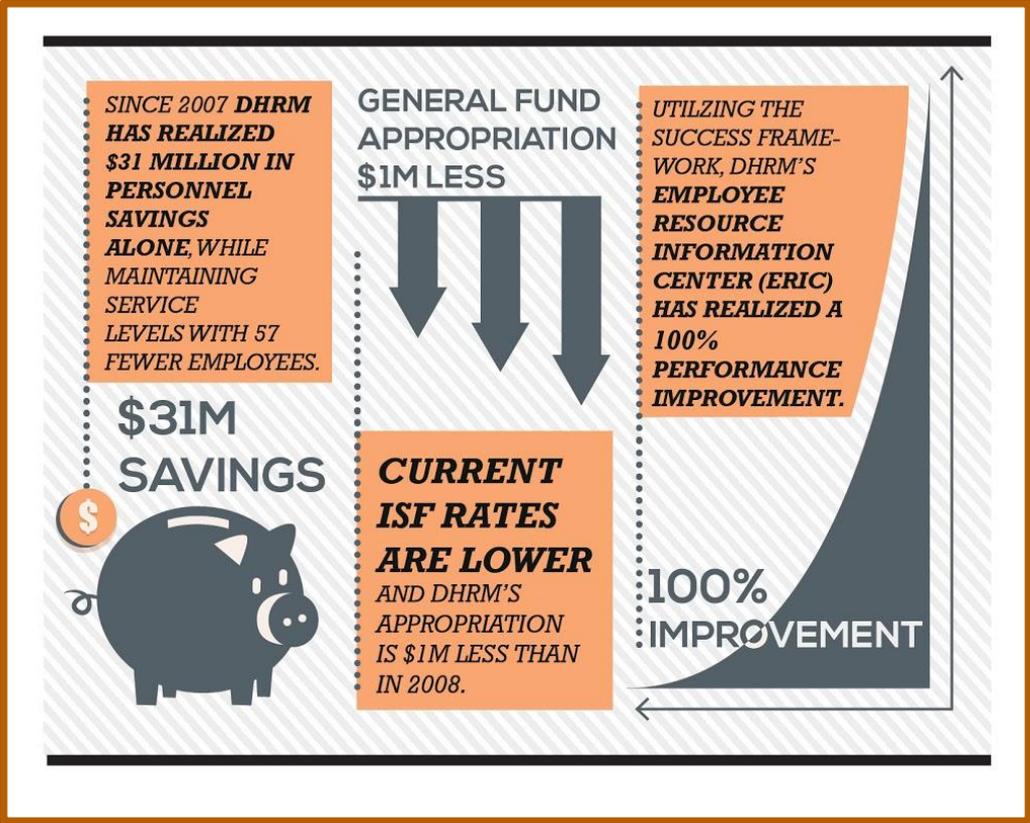
- HR services are not formally or informally beholden to management preference so as to promote third party objectivity. This enables DHRM to focus services on what is in the best interest of the State of Utah and the service recipient.

HR Service Delivery in Utah (DHRM)

A **shared services model** provides key benefits for the State of Utah:

- Favorable value per dollar in HR services. Centralized HR promotes standard work and economies of scale. This enables right-sized approaches that are cost-effective. DHRM is funded by internal service fund (ISF).

HR Service Delivery in Utah (DHRM)



HR Service Delivery in Utah (DHRM)

A **shared services model** provides key benefits for the State of Utah:

- HR services anchored toward serving the interest and value stream of the entire executive branch of the State of Utah. In contrast to functionally siloed approaches to HR service delivery, an enterprise approach enables agile deployment of resources, an ability to analyze key workforce trends from a statewide perspective, and a broadened institutional memory for HR related issues.

HR Service Delivery in Utah (DHRM)

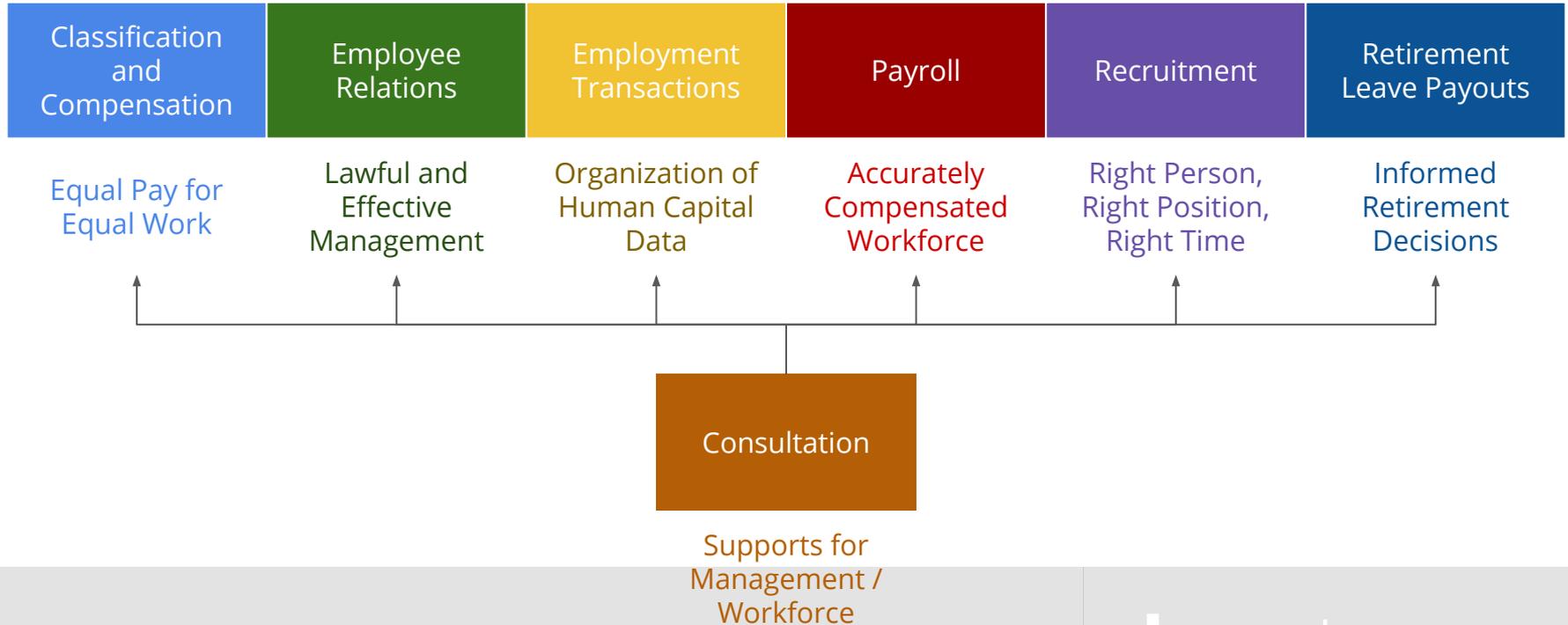
DHRM provides HR services in a shared services model consisting of over 100 different forms of workflow, process, or support.

The scope of HR work can be viewed in terms of seven core product / service lines provided by DHRM:



Most forms of HR service are executed in partnership with agency management. Often, the effectiveness of HR processes and actions are jointly determined.

Service Delivery in Utah (DHRM)



Service Delivery in Utah (DHRM)

"DHRM PROVIDES SERVICES MORE COST EFFECTIVELY THAN PRIVATE ALTERNATIVES"

CONCLUDED FROM A 2014 TOTAL COST OF OWNERSHIP EVALUATION PERFORMED BY THE FREE MARKET PROTECTION AND EVALUATION PRIVITIZATION BOARD



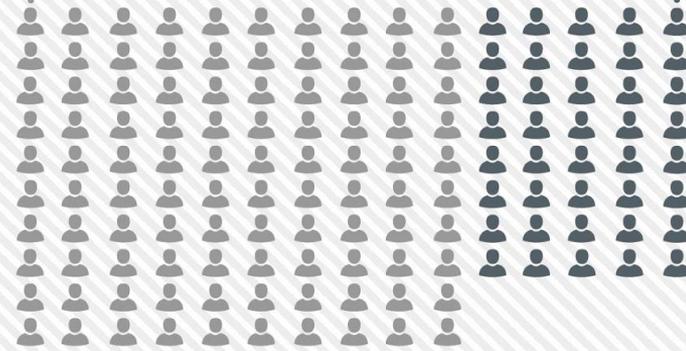
TOTAL COST OF OPERATIONS STUDY SHOWS HR SERVICES ARE **67% CHEAPER** THAN MARKET; PAYROLL, **24% CHEAPER**



AVERAGE HR DEPT.'S SERVE *
100 EMPLOYEES PER HR STAFF



DHRM SERVES 140
EMPLOYEES PER HR STAFF



*SRC. NATIONAL SOCIETY FOR HUMAN RESOURCE MGMT (SHRHM), 2016

Service Delivery in Utah (DHRM)



Statewide satisfaction rate has increased year to year, from 86% satisfaction in 2012 to **95% satisfaction in 2016**.

In Summary

1

DHRM continually works to find ways to produce more valuable HR services by continuous improvement disciplines.

2

DHRM has achieved savings that has rendered steady Internal Service Fund (ISF) rates over time.

3

DHRM customer satisfaction rates are high and have been on the rise over the past four years.

Interested in Further Discussion

- DHRM is always willing to conduct one on one meetings, DHRM site visits, or specialized presentations at your request



Questions?